COURSEWARE

PRINCE2® 2017 Edition Foundation

Courseware English

2nd revised edition

Van Haren
PUBLISHING

PRINCE2®
TRAINING ORGANIZATION ACCREDITED BY
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PRINCE2® 2017 Editie Foundation
Courseware – English - 2nd revised edition

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This material contains diagrams and text information based upon:
The Managing Successful Projects with PRINCE2® manual 2017

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Assignments

PRINCE2®:2017 Foundation Examination

Syllabus PRINCE2®

About the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material was based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. For this reason, the Courseware has also been accredited, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results have been provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can easily find additional information concerning a particular topic. The decision to separate note pages (handouts) from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer may deviate from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is strongly recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

- Van Haren Publishing

Agenda

	Day 1 (9.00 – 17.00)
Part 1	Introduction
	Principles of PRINCE2®
	The Themes of PRINCE2®
	Theme Business Case
	Theme Organization
	Lunch
Part 2	Pre-project stage: Starting Up and Initiating a Project
	Theme Quality
	Theme Plans and the Product Based Planning technique
	Day 2 (9.00 – 17.00)
Part 1	Recap day 1
	Theme Risk (=M_o_R®)
	Controlling a Stage, Managing Product delivery and manage a Stage boundary
	Theme Change
	Theme Progress
	Lunch
Part 2	Managing a Stage Boundary
	Closing a Project
	Directing a Project
	Tailoring PRINCE2®

Self-Reflection of understanding Diagram

'What you do not measure, you cannot control.'' – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	*Before Training (Pre-knowledge)*	*Training Part 1 (1st Half)*	*Training Part 2 (2nd Half)*	*After studying / reading the book*	*After exercises and the Practice exam*
Level 4 *I can explain the content and apply it .*					
Level 3 *I get it!* *I am right where I am supposed to be.*					Ready for the exam!
Level 2 *I almost have it but could use more practice.*					
Level 1 *I am learning but don't quite get it yet.*					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

	Problem areas:	*Topic:*
Part 1		
Part 2		
You have gone through the book and studied.		
You have answered the questions and done the practice exam.		

PRINCE2® Foundation

This material contains diagrams and text information based upon:
PRINCE2 Guide 2009 & The Managing Successful Projects with PRINCE2® manual 2017

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Program Day 1

Preparation

• Read textbook and make sample exams

Program Day 2

3

Getting acquainted

- Introductions and learning objectives
- Way of working during the training course
- Agenda

Reference to book

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Introduction to PRINCE2®

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Why do we need a project?

- It's a change
- It's temporary
- It's multi disciplinary (cross-functional)
- It's unique
- It's uncertain

- *Definition: PRINCE2 project =* A temporary organization that is created for the purpose of delivering one or more business products according to an agreed business case.

Fig 1.2 © Van Haren Publishing 6

Projectmanagement

Aspects of Project performance:
- Money / Costs
- Time
- Quality
- Scope
- Benefits
- Risk
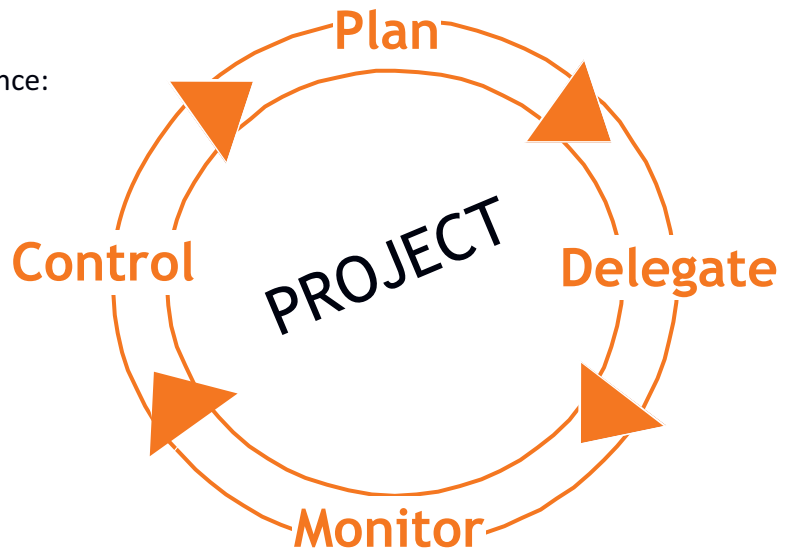
Plan

Control · PROJECT · Delegate

Monitor

AXELOS portfolio / Best Practices Family
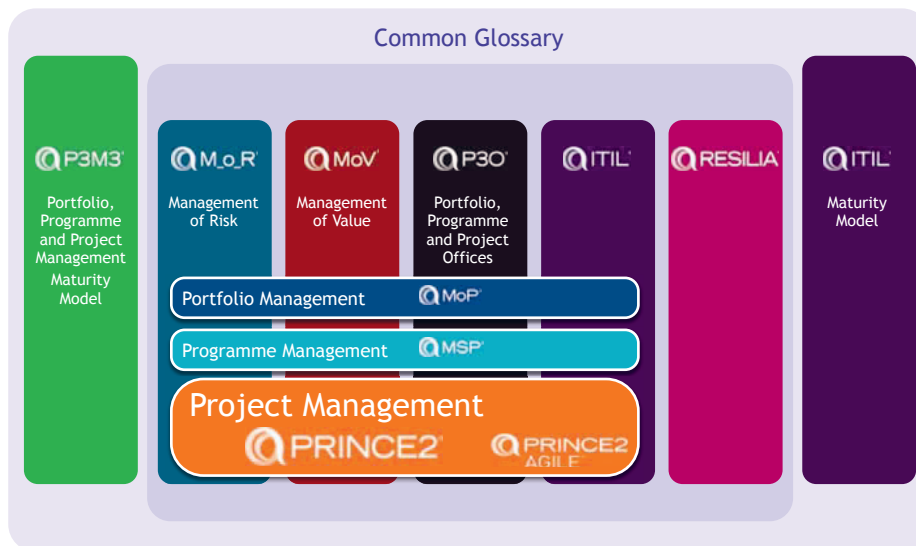
Common Glossary

P3M3
Portfolio, Programme and Project Management Maturity Model

M_o_R
Management of Risk

MoV
Management of Value

P3O
Portfolio, Programme and Project Offices

ITIL

RESILIA

ITIL
Maturity Model

Portfolio Management · MoP

Programme Management · MSP

Project Management
PRINCE2 · PRINCE2 AGILE

Benefits of PRINCE2

- Designed to be generic, to be applied to any project regardless of
  - project scale / type / organization / geography / culture
- Separate the management of a project from project work
- Specialist aspects of any type of project are easily integrated with the PRINCE2 method (e.g. Agile, engineering)
- PRINCE2, provides a secure overall framework for the project work
- Focus on WHAT needs to be done, not prescribing HOW everything is done.

Benefits of PRINCE2

- Best practice and governance for Project Management
- Provides a dialect (common vocabulary) for all project participants.
- Focus on the viability of the project in relation to its business case
- NOT seeing the completion of the project as an end in itself.
- Stakeholders (sponsors, resource providers) are represented in planning and decision-making
- Promotes learning from project experience and continual improvement
- Supported by a worldwide network of accredited training organizations and consultancy organizations, who can supply expert support for:
  - PRINCE2 projects
  - Organizations adopting PRINCE2

The Structure of PRINCE2
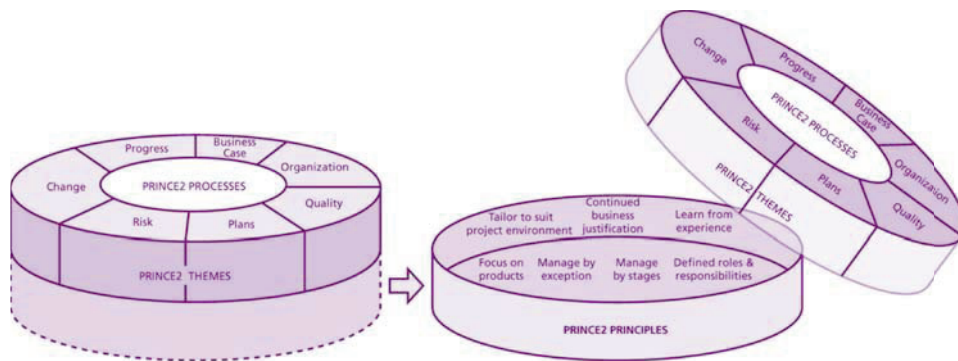
The 7 Principles

1. Continued Business Justification
2. Learn from experience
3. Defined roles and Responsibilities
4. Manage by Stage
5. Manage by Exception
6. Focus on products
7. Tailor to suit the project environment

The 7 Processes of PRINCE2

1. **S**tarting **U**p a project
2. **D**irecting a **P**roject
3. **I**nitiating a **P**roject
4. **C**ontrolling a **S**tage
5. **M**anaging **P**roduct delivery
6. Managing a **S**tage **B**oundary
7. **C**losing a **P**roject

The 7 Themes

- Business Case
- Organization
- Quality
- Plans
- Risk
- Change
- Progress

Principles of PRINCE2®

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Principles

- **Continued Business Justification**

There is a justifiable reason for Starting Up a project

Justification is documented and approved

Justification remains valid and revalidated during the entire project.

- **Learn from experience**
  - When starting a project learn from others, previous/external projects.
  - During delivery seek opportunities to improve during the project
  - During closing pass on lessons identified to become lessons learned.

Principles

- **Defined Roles and Responsibilities**

Primary stakeholders **Business** sponsors endorse objectives and ensure business investment provides value for money, **Users** will use the project's products to gain the expected benefits, **Suppliers** provide resources and expertise required for the project.

- **Manage by Stages**

Provide review and decision points, key decisions made before detailed work starts, clarification of impact of external influences, delegates authority to PM for a management stage (facilitates MBE).

Principles

Manage by Exception (MBE)

Delegates authority to next level of management by setting tolerances, providing very efficient use of senior management time.
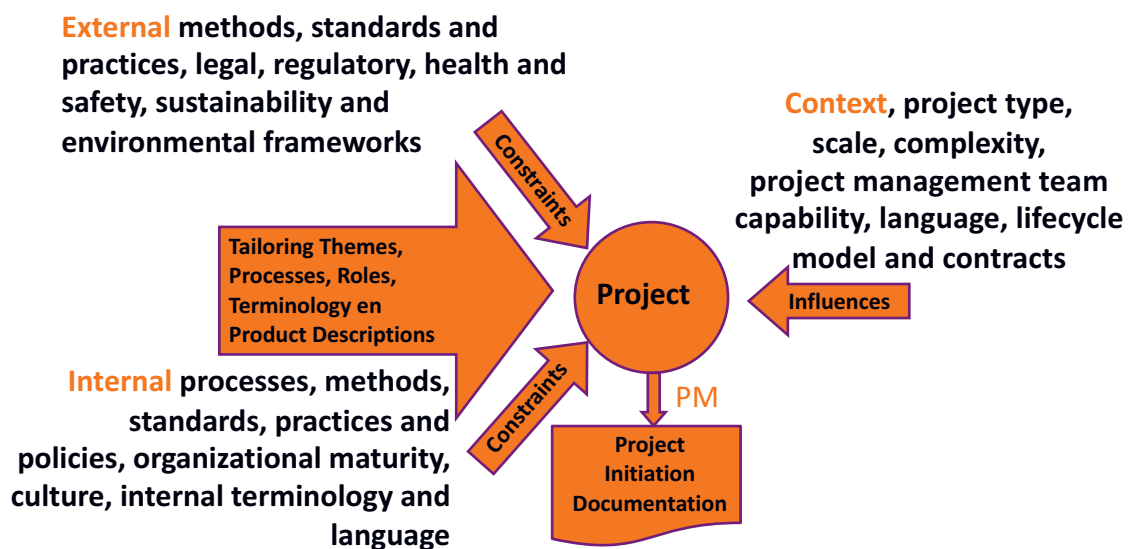
- **Focus on Products**

Ensure only work is done that contributes to delivery of a product, helps to manage scope creep, reduces user dissatisfaction/non-acceptance by agreeing up front what will be produced.

Tailoring (**principle**) is the appropriate use of PRINCE2®

The following aspects of PRINCE2® may be tailored:

- Processes may be combined or adapted (e.g. by adding/combining activities).
- Themes can be applied using techniques that are appropriate to the project.
- Roles may be combined or split, provided that accountability is maintained and there are no conflicts of interest.
- Management products may be combined or split into any number of documents or data sources. They will often take the form of formal documents, or slide decks, wall charts or data held on IT systems.
- Terminology may be changed to suit other organizational standards or policies, provided it is applied consistently

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Tailoring is constrained and influenced by context

External methods, standards and practices, legal, regulatory, health and safety, sustainability and environmental frameworks

Tailoring Themes, Processes, Roles, Terminology en Product Descriptions

Constraints

Project

Context, project type, scale, complexity, project management team capability, language, lifecycle model and contracts

Influences

PM

Project Initiation Documentation

Internal processes, methods, standards, practices and policies, organizational maturity, culture, internal terminology and language
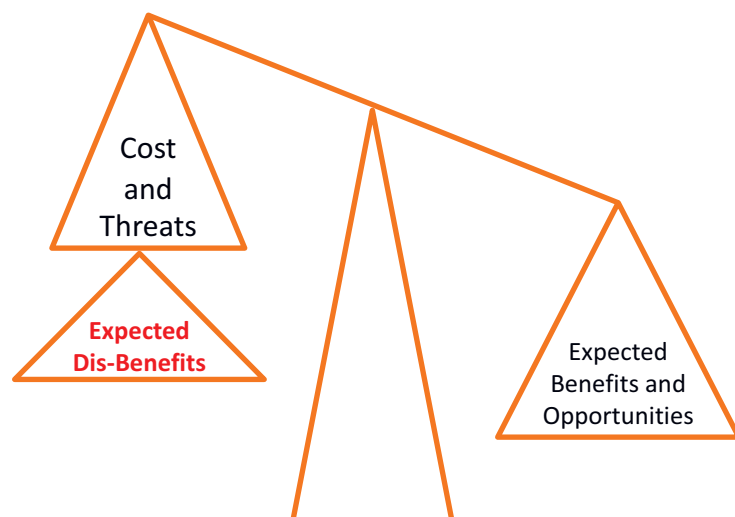
Constraints

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Theme Business Case

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Theme Business Case

The Business Case is
- Developed,
- Verified,
- Maintained and
- Confirmed

Cost and Threats

Expected Dis-Benefits

Expected Benefits and Opportunities

Relationship between
Output / Outcome / Benefits

Communication is hard so do not use the word Result.
* *For* the *PM result means the end deliverable and*
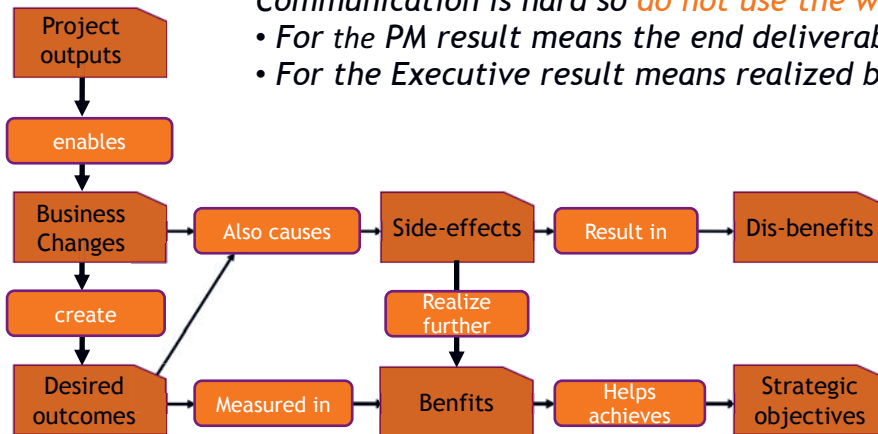* *For the Executive result means realized benefits*

Project outputs	
↓ enables	
Business Changes → Also causes → Side-effects → Result in → Dis-benefits	
↓ create	Realize further
Desired outcomes → Measured in → Benfits → Helps achieves → Strategic objectives	

Fig. 6.1   © Van Haren Publishing   23

Business Case development path

Confirm benefits   Confirm benefits   Confirm benefits

Pre-project → Initiation stage → Subsequent delivery stage(s) → Final delivery stage → Post-project

Verify outline Business Case   Verify detailed Business Case Benefits Management Approach   Verify updated Business Case Benefits Management Approach   Verify updated Business Case Benefits Management Approach

Develop Business Case

Maintain Business Case

Create Benefits Management Approach   Maintain Benefits Management Approach   Execute Benefits Management Approach

Fig. 5.1   © Van Haren Publishing   24

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